



Statewide Training Program

Schedule of Classes

July 1, 2010 – June 30, 2011

Please note: Tuition and class dates are subject to change due to current state budget constraints.

State Personnel Board
801 Capitol Mall (MS-31)
Sacramento, CA 95814

<http://www.spb.ca.gov/training/index.htm>

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Information

Please note: Tuition and class dates are subject to change due to current state budget constraints.

Registration

Your department must submit an approved Training Registration Form, SPB-46 (Revised August 2010). The form must be signed by an authorized training coordinator, training officer, or training manager.

The form is available on our web site at <http://www.spb.ca.gov/training/index.htm>

You may either mail or fax your registration and payment to:

**State Personnel Board
Statewide Training Program
801 Capitol Mall (MS-31)
Sacramento, CA 95814**

Fax: (916) 657-2502

Telephone registrations **will not** be accepted and slots **will not** be held in lieu of a registration.

Payment

Please select one of the payment options shown on the registration form. Payment is requested at the time of registration. Your department's check may be mailed with the registration form or brought to class by the participant. If you pay by check, please ensure that you send the check with the registration form to the State Personnel Board's address noted above.

You may also pay by **CalCard** (please note CalCard number and expiration date). If your State agency has a "consolidated contract" with SPB, you may choose to charge the tuition to your contract. Be sure to include the contract number.

Location

Statewide Training Program classes are mostly held at the State Personnel Board, 801 Capitol Mall,

Sacramento, CA 95814 (occasionally, classes may be held at other locations within downtown Sacramento). Please check in with the security guard in the lobby when you enter the building.

Contact Number

Anyone who needs to reach you while you are in a training class may call our reception desk at (916) 653-2085. You will not be interrupted during a class unless it is an emergency.

Public Transportation

The State Personnel Board is only one block from the 7th Street/ Capitol Mall and 8th Street/Capitol Mall Light Rail Stations. Riding the Light Rail is convenient, dependable and inexpensive.

Parking

Several parking lots are close to the State Personnel Board.

Newport Parks (Sutter Club Garage)

L Street between 7th and 8th Street

All day rates are first come first serve until 9:00 a.m.

Motor Inn City Parking (Frank Fats Garage)

L Street between 7th and 8th Street

All day rates are first come first serve until 9:00 a.m.

Century Parking Inc.

Alley off 7th Street between L and Capitol Mall

Class Verification

By using the SPB Training Registration Form (SPB-46, revised August 2010), you will provide us with the e-mail address of the participant and the e-mail address of the person authorizing the training expenditure. At the time of registration, SPB will send by e-mail a confirmation of enrollment to the participant with a "cc" to the person authorizing the training expenditure. If you do not receive an e-mail confirmation within three business days of sending your fax to the State Personnel Board, please call us to ensure that your fax was received.

The e-mail notification is the only notice you will receive. Please make note of this confirmation on your

calendar immediately. **If you do not show up for the class, your agency/department will be charged for the class (see Cancellation Policy).**

If you have any question/s about your enrollment, please call us. If you come to a class for which you are **not** enrolled, you may be allowed to remain as long as:

- 1) there is space available in the class, and
- 2) you can provide an authorized training registration (including payment) upon your arrival.

Accessibility

The State Personnel Board is accessible to participants with disabilities. Please specify the nature of your impairment and what is needed to accommodate you; be specific and include your direct telephone number. The Statewide Training Program will consult directly with you to determine what is necessary for accommodation under the terms of the Americans with Disabilities Act. Please let us know if you wish to bring your own reader, interpreter, or service assistant. The Statewide Training Program will provide a seat for your assistant without charge to your department.

Cancellation Policy

If you cannot attend class, you must contact your department training coordinator either to find a substitute or to cancel the registration. If a substitute is sent, the substitute needs to sign in on the class roster in your place and they must complete a ***Substitution form*** on the day of class. If cancelling the class, the training coordinator **must notify** the Statewide Training Program of cancellation ***at least five (5) business days prior to the first day of the training class***, otherwise, **full tuition will be charged.**

“Field” Classes

If you meet the minimum number of participants that need to enroll in the same class, the Statewide Training Program may be able to arrange for a special session at your location or ours. Call (916) 653-2085 for information.

Questions

If you don't find the information you need on our web site, please call us at (916) 653-2085.

Sacramento Area Lodging

Amber House

1315 22nd Street
(916) 444-8085 or (800) 755-6526
BB CB NS

Best Western Sutter House

1100 H Street
(916) 441-1314 or (800) 830-1314
CB LR R P U

Canterbury Inn Hotel

1900 Canterbury Road
(916) 927-3492
AL CB FD LR P R U

Capitol Plaza Holiday Inn

300 J Street (Off I-5)
(916) 446-0100 or (800) 238-8000
FD R P U

LaQuinta Inn

200 Jibboom Street
(916) 448-8100 or (800) 531-5900
AL DT R* P

Governor's Inn

210 Richards Blvd. (Off I-5)
(916) 448-7224 or (800) 999-6689
AL CB DT FD P R*

Hartley House

700 22nd Street
(916) 447-7829 or (800) 831-5806
Fax (916) 447-1820
BB LR R*

Hawthorn Suites

321 Bercut (I-5 at Richards Blvd.)
(916) 441-1444 or (800) 618-0714
AL CB DT FD P

Hyatt Regency

1209 L Street
(916) 443-1234 or (800) 233-1234
FD R P

Radisson Hotel

500 Leisure Lane
(916) 922-2020 or (800) 333-3333
AL DT FD R P U

DoubleTree Hotel

2001 Point West Way (Business 80)
(916) 929-8855
AL FD R P

Red Lion's Sacramento Inn

1401 Arden Way (Business 80)
(916) 922-8041 or (800) 344-4321
AL FD R P

Sacramento Hilton

2200 Harvard (Business 80)
(916) 922-4700 or (800) 344-4321
AL LR DT R P U

Embassy Suites

100 Capitol Mall
(916) 326-5000 or (800) 362-2779
CD FD DT LR NS P R R*

Sheraton

1230 J Street
(916) 447-1700 or (800) 325-3535
CB DT FD LR NS P R R* U

Sandman Motel

236 Jibboom Street
(916) 443-6515 or (800) 528-1234
CB FD NS P R*

LEGEND

AL	Airport Limousine	LR	Close to Light Rail
BB	Bed & Breakfast	NS	No Smoking
CB	Continental Breakfast	P	Pool
DT	Downtown Shuttle (if reserved)	R	Restaurant
FD	Facilities for Disabled	R*	Close to
		U	Union Facility

Selection Analyst Training Program

The Selection Analyst Training Program offers a state-of-the-art, comprehensive instructional curriculum for the development of selection analysts. This program provides selection analysts, whether novice or experienced, the opportunity to increase and enhance their selection-related knowledge and skills. The courses have been designed to provide participants with fundamentally sound, legally defensible, innovative means of performing selection-related work. Classes in the program are offered as stand-alone courses and individually priced. The Selection Analyst Training Program is comprised of the following classes:

- JOB ANALYSIS.....\$290 two-day class
- STATISTICS MADE EASY FOR PERSONNEL SELECTION.....\$145 one-day class
- PROFESSIONAL SELECTION & TEST VALIDATION.....\$145 one-day class
- EXAMINATION PLANNING (merged with SCORING MODELS)\$145 one-day class
- METHODS OF ASSESSING TRAINING & EXPERIENCE
(formerly called, SUPPLEMENTAL APPLICATIONS)\$145 one-day class
- DEVELOPING INTERVIEWS.....\$145 one-day class
- CHAIRING INTERVIEW EXAMINATIONS.....\$425 three-day class
- DEVELOPING & USING WRITTEN EXAMINATIONS.....\$145 one-day class
- WORK SAMPLE & PERFORMANCE TESTS.....\$145 one-day class
- INTERPRETING ITEM ANALYSIS.....\$145 one-day class
- PASS POINT SETTING.....\$145 one-day class

The Selection Analyst Training Program consists of a series of classes required to achieve a *Certified Selection Analyst* designation. Classes can be completed in any order; however, maximum benefit will be obtained by taking them in the suggested order (as listed above). In particular, we recommend completing the first four before taking the remaining classes. Students will need to complete all required classes to receive the *Certified Selection Analyst* designation.

Job Analysis

(2-day class)

Overview

Job analysis is the foundation for many of the critical personnel decisions in your organization. This two-day course focuses on job analysis methods involving the identification of critical tasks and associated knowledge, skills, and abilities (KSAs). The resulting multi-purpose job analysis data can be used for a wide variety of personnel activities including the design of training programs, the establishment of course specifications, human resources planning, and the development of content-valid selection procedures.

Objective

This course provides participants with the theory, concepts, and methodology for conducting a job analysis following the task analysis model. This is an interactive course that includes group discussion and hands-on exercises. Participants complete an actual job analysis during the course.

Intended Audience

This course is designed for personnel staff involved in programs such as selection, recruitment, classification, return-to-work, and human resources planning.

Tuition

\$290 per participant

Class Offered

September 8-9, 2010	8:30 a.m. – 4:30 p.m.
January 19-20, 2011	8:30 a.m. – 4:30 p.m.

Statistics Made Easy for Personnel Selection

Overview	This one-day course is designed to provide participants with an understanding of basic statistics used in the selection profession. Topics will include: sampling, means, standard deviations, correlations (e.g., reliability coefficients), standard scores (e.g., z-scores and t-scores), and difference tests. Course content will be covered using a combination of lecture, discussion, and group exercises.	
Objective	This course provides participants with an understanding of the interpretation and computation of basic statistics that are commonly used in the selection profession.	
Intended Audience	<p>This course is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.</p> <p>Participants are strongly encouraged to take this course, or a comparable statistics course, prior to taking the following Certified Selection Analyst program courses: Methods of Assessing Training and Experience (formerly called, Supplemental Applications); Developing Interviews; Work Sample and Performance Tests; Developing and Using Written Exams; Interpreting Item Analysis; and Pass Point Setting. This course will provide a thorough understanding of exam statistics and measurement concepts.</p>	
Tuition	\$145 per participant	
Class Offered	November 4, 2010 February 2, 2011	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.

Professional Selection & Test Validation: Concepts and Principles

Overview	This one-day course presents the concepts of validation, reliability, and adverse impact as they related to employment testing. The instructor will cover the guidelines, standards, and rules addressed by the American Psychological Association (APA), the Federal Uniform Guidelines on Employee Selection Procedures, the Americans with Disabilities Act (ADA), the Equal Employment Opportunity Commission (EEOC), the Department of Fair Employment and Housing (DFEH), and the California State Personnel Board (SPB).	
Objective	This course provides participants with the legal background and the measurement concepts on which professional selection is based.	
Intended Audience	This is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
Tuition	\$145 per participant	
Class Offered	October 21, 2010	8:30 a.m. – 4:30 p.m.
	February 15, 2011	8:30 a.m. – 4:30 p.m.

Examination Planning/ Scoring Models

(merged into 1-day class)

Overview	This one-day course introduces the methods and techniques utilized to develop a valid examination plan. Emphasis is placed on the legal and professional issues surrounding examination planning, the basis of competition, recruitment considerations, weighting schemes, and scoring models. Also discussed are the strengths and weaknesses of all exam formats, including written tests, structured interviews, work samples, and training and experience evaluations.	
Objective	This course provides participants with an overview of effective exam planning processes and scoring models.	
Intended Audience	This course is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
Tuition	\$145 per participant	
Class Offered	October 20, 2010	8:30 a.m. – 4:30 p.m.
	March 2, 2011	8:30 a.m. – 4:30 p.m.

Methods of Assessing Training & Experience (formerly, Supplemental Applications)

Overview	This one-day course introduces a variety of methods and techniques used to assess training and experience (T&E). Advantages and disadvantages of T&E evaluation methods will be addressed as well as issues related to reliability, validity, development, and scoring.	
Objective	This course provides participants with an understanding of the approaches commonly used in evaluating applicants' training and experience. Participants will gain hands-on-experience developing and reviewing training and experience evaluations and scoring guidelines.	
Intended Audience	This course is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
Tuition	\$145 per participant	
Class Offered	October 5, 2010	8:30 a.m. – 4:30 p.m.
	March 15, 2011	8:30 a.m. – 4:30 p.m.

Developing Interviews

Overview

This one-day course introduces the procedures and practices for developing and using interview questions, benchmark answers, and anchored rating scales. The course will focus on the craft of developing proper interview questions and scoring criteria for a variety of job types and domains, including the use of background, knowledge, behavioral and situational questions.

Objective

This course provides participants with principles and techniques used to develop legally defensible and predictive structured interviews. Participants will draft interview questions and scoring criteria as part of the curriculum.

Intended Audience

This course is designed for examination analysts, managers, and individuals responsible for the development and/or administration of employment testing and selection programs.

Tuition

\$145 per participant

Class Offered

December 9, 2010	8:30 a.m. – 4:30 p.m.
March 29, 2011	8:30 a.m. – 4:30 p.m.

Chairing Interview Examinations (3-day class)

Overview

This three-day class has just been updated to provide certification of chairpersons for examination interview panels. In State Service, the interview examination process is often referred to as the Qualification Appraisal Panel (QAP) interview process. Topics such as interview procedures, preparation and panel orientation, panel members' responsibilities, and fairness and equal employment opportunity are thoroughly explained and reinforced through discussion, class exercises, and mock interviews.

Objective

This class focuses on "best practices" interviewing techniques and provides participants with the knowledge and expertise necessary to conduct fair, effective and legal interview examinations. Upon successful completion of this class, participants will be certified as chairpersons by the State Personnel Board and will be prepared to conduct interview examinations (QAPs).

Intended Audience

Anyone having responsibility for chairing interview examinations MUST complete this course and be certified by an SPB certified course instructor. Additionally, this course is designed for examination analysts, managers, and individuals who are responsible for the development and/or administration of employment testing and selection programs.

Tuition

\$425 per participant

Class Offered

October 11-13, 2010	8:30 a.m. – 4:30 p.m.
December 14-16, 2010	8:30 a.m. – 4:30 p.m.

Developing and Using Written Examinations

Overview	This one-day course focuses on the craft of writing multiple choice written tests. The course introduces various item types such as knowledge, reading comprehension, math, and analytical problem solving. Participants will draft original items and critique a variety of test questions to identify common pitfalls and improve the craft. The course will cover reliability, validity, and the advantages of using multiple choice written tests.	
Objective	This class provides participants with the foundation needed to develop multiple choice written examinations. Participants will draft original test questions and receive feedback from peers and the instructor.	
Intended Audience	This course is designed for personnel analysts or individuals responsible for the development of employment testing and selection programs.	
Tuition	\$145 per participant	
Class Offered	November 3, 2010	8:30 a.m. – 4:30 p.m.
	April 6, 2011	8:30 a.m. – 4:30 p.m.

Work Sample and Performance Tests

Overview	<p>This one-day course will provide participants with an understanding of work sample and performance tests. Topics include the development of exercises and rating scales, assessor/rater training, and the practical and logistical issues related to the administration of work sample and performance tests. Work sample types covered include in-basket exercises, written and oral exercises, role play exercises and physical performance tests.</p>	
Objective	<p>This course provides participants with an understanding of the appropriate use of work sample and performance tests. Participants will engage in work sample exercises to practice their skills in work sample development and administration.</p>	
Intended Audience	<p>This course is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.</p>	
Tuition	<p>\$145 per participant</p>	
Class Offered	October 28, 2010 May 3, 2011	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.

Interpreting Item Analysis

Overview

This one-day course covers the use and interpretation of item analysis data for written multiple choice tests. Concepts include item discrimination, item-total correlation, item difficulty, distractor analysis, classical test theory, statistical reliability, and the use of this information to improve individual test items as well as the overall exam.

Objective

This course provides participants with an explanation of the information provided in an examination item analysis report. Participants will learn how to interpret statistical test data to determine item effectiveness and make data driven modifications to examinations.

Intended Audience

This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.

Tuition

\$145 per participant

Class Offered

November 15, 2010	8:30 a.m. – 4:30 p.m.
April 19, 2011	8:30 a.m. – 4:30 p.m.

Pass Point Setting

Overview

This one-day course presents participants with a legally defensible process which can be used to set pass points on a variety of selection instruments. Topics will include the use of exam statistics, the establishment of Minimal Acceptable Competence (MAC) levels, and the inclusion of appropriate legal considerations. Participants will complete hands-on activities and use actual exam data to set pass points and discuss pass point setting.

Objective

This course provides participants with the processes used to set a pass point on examinations which are legally defensible.

Intended Audience

This course is designed for personnel analysts, managers, or individuals responsible for the development and/or administration of employment testing and selection programs.

Tuition

\$145 per participant

Class Offered

December 2, 2010	8:30 a.m. – 4:30 p.m.
May 18, 2011	8:30 a.m. – 4:30 p.m.

What You Should Know as a Skelly Officer (1/2-day class)

Overview

Several adverse actions which departments initiate on their employees require that a hearing be held prior to the effective date of the action. This hearing is referred to as a "Skelly Hearing" and should be presided over by an individual who is familiar with the responsibilities of serving in this role, as well as legal and other requirements and principles applicable to the State's disciplinary, probationary period, medical and "without fault" action processes. This class also addresses the application of progressive discipline, the role of corrective measures, determining the appropriate penalty, the importance of probationary reports and annual evaluations, as well as recognizing and addressing cultural diversity in the role of a Skelly Officer. Throughout the class the State Personnel Board's precedential decisions will be cited and discussed.

Objective

Participants will learn about the "Skelly Hearing" process and the responsibilities of those involved, as well as the processes and principles leading to the necessity of initiating actions which result in a "Skelly Hearing."

Intended Audience

This class is designed for staff who serve as "Skelly Officers," and those who are involved in briefing "Skelly Officers."

Tuition

\$85 per participant

Class Offered

November 18, 2010	8:30 a.m. – 12:30 p.m.
February 7, 2011	8:30 a.m. – 12:30 p.m.
April 7, 2011	8:30 a.m. – 12:30 p.m.

Medical Actions

Overview

Government Code § 19253.5 sets forth the conditions under which an appointing power may medically transfer, demote or terminate, or apply for disability retirement for, an employee who, for medical reasons, can no longer perform the duties of his or her existing position. This course explores the conditions and requirements of Government Code § 19253.5. We will also discuss an appointing power's obligations under the ADA and FEHA to reasonably accommodate qualified employees with disabilities and engage in an interactive process, and how the medical action statute intersects with the reasonable accommodation obligation and workers' compensation laws. The course will also review the Board's precedential decisions on "constructive medical termination" and the new sample "Options Letter" the Disability Task Force has disseminated.

Objective

The class provides participants with an understanding of the complex, and sometimes conflicting, requirements appointing powers must address when deciding how to respond to employees who have medical conditions that may impact their ability to perform their jobs.

Intended Audience

The class is designed for departmental staff that regularly interacts with or make decisions concerning employees with medical conditions who can no longer perform the functions of their jobs. Union representatives who represent employees with medical conditions may also wish to attend.

Tuition

\$145 per participant

Class Offered

January 26, 2010
May 12, 2011

8:30 a.m. – 4:30 p.m.
8:30 a.m. – 4:30 p.m.

Writing Personnel Actions

(Drafting Notices of Adverse Action, Rejection, Medical, and “Without Fault” Actions)

Overview

The Notices of Adverse Action, Rejection During Probationary Period, Medical Termination (Demotion or Transfer), and "Without Fault" Termination (Demotion or Transfer) are an essential component of the State's disciplinary, rejection and other processes. These Notices must comply with legal requirements and directives set forth by the State Personnel Board in policy statements and precedential decisions. Additionally, departments may choose to include "sections" and language to provide information to the subject employee. Of critical importance are the "acts or omissions" for which the employee is being disciplined, rejected etc. This class will address all of the above, as well as the processes by which an employee is served with a Notice, the documents which must accompany a Notice, and the applicable timelines for service and filing with SPB.

Objective

This class provides participants with an understanding of what is required and optional for inclusion in a Notice, as well as what constitutes proper service. The result will be a document that is legally correct and professional in appearance and content.

Intended Audience

This class is designed for departmental staff who are responsible for drafting Notices, staff who prepares the "package" for the individual, staff who drafts the Notice, as well as those who review the Notice.

Tuition

\$145 per participant

Class Offered

January 13, 2011	8:30 a.m. – 4:30 p.m.
April 14, 2011	8:30 a.m. – 4:30 p.m.

State Personnel Board Precedential Decisions

Overview

This class reviews the precedential decisions issued by the State Personnel Board (SPB). The SPB Administrative Law Judges are bound to follow these decisions in issuing their proposed decisions following evidentiary hearings. The precedential decisions cover such topics as notice of adverse action, Skelly rights, legal causes for discipline, defenses to adverse action, evidentiary issues, back pay issues, rejections during probation, disciplinary transfers, non-punitive terminations, termination of limited term appointments, medical terminations, settlement agreements, drug testing, attendance, violence/threats in the workplace, alcoholism and free speech.

Objective

This class provides participants with an understanding of how the SPB interprets its laws and rules covering the above topics to provide a better insight into the likely outcome of cases that come before the SPB.

Intended Audience

This class is designed for employees involved in drafting adverse actions and in representing parties at administrative law judge hearings.

Tuition

\$145 per participant

Class Offered

November 5, 2010	8:30 a.m. – 4:30 p.m.
April 1, 2011	8:30 a.m. – 4:30 p.m.

State Personnel Board Hearing Process

Overview

This one-day class is designed to provide a step-by-step overview concerning the manner in which evidentiary hearings are conducted before Board Administrative Law Judges. It includes the following topics: the administrative intake process, discovery issues, pre-hearing conferences, rules for the conduct of hearings, opening and closing statements, rules of evidence (including hearsay), examination of witnesses, introducing evidence, and hearings before the Board.

Note – This class will primarily deal with hearings concerning appeals from adverse action, rejection during probation, non-punitive termination, medical action, discrimination, and retaliation. It will not cover merit issue complaints or the manner in which hearings are conducted before Board Hearing Officers.

Objective

To provide non-attorneys or attorneys unfamiliar with SPB proceedings with a basic understanding of their roles and responsibilities when acting as a legal representative in evidentiary hearings before the Board.

Intended Audience

This class is designed for both department and employee representatives who are required to represent the legal interests of their respective clients in hearings before the Board.

Tuition

\$145 per participant

Class Offered

February 16, 2011
May 19, 2011

Introduction to FEHA and the ADA

(1/2 day class)

Overview	This introductory class will review the legal mandates, terminology and concepts outlined by California's Fair Employment and Housing Act (FEHA), and the Americans with Disabilities Act of 1990 (ADA), with an emphasis on role and responsibilities of staff involved in the reasonable accommodation process.	
Objective	Participants will gain an understanding of disability issues, learn key FEHA/ADA terms and concepts, and identify the fundamentals of the reasonable accommodation and interactive process.	
Intended Audience	Reasonable Accommodation and Return to Work Coordinators and staff who have responsibility for compliance with the FEHA/ADA reasonable accommodation requirements.	
Tuition	\$85 per participant	
Class Offered	October 25, 2010	8:30 a.m. – 12:00 p.m.
	March 22, 2011	8:30 a.m. – 12:00 p.m.

Practical Solutions to Reasonable Accommodation (1/2-day class)

Overview	This “hands-on” class is designed to develop competency in the reasonable accommodation process and the terms/concepts learned in the <i>Introduction to FEHA and the ADA</i> class.	
Objective	Using a series of case scenarios, participants will review the interactive process required by state and federal disability laws (FEHA/ADA), and identify strategies for analyzing duty statements and determining effective workplace solutions.	
Intended Audience	This class is designed for Reasonable Accommodation and Return to Work Coordinators and staff responsible for FEHA and reasonable accommodation implementation and oversight.	
Prerequisite	Participants should complete the introductory class, <i>Introduction to FEHA and the ADA</i> , prior to enrollment.	
Tuition	\$85 per participant	
Class Offered	October 25, 2010 March 23, 2011	1:00 p.m. – 4:30 p.m. 8:30 a.m. – 12:00 p.m.

Writing an Effective Duty Statement

(1/2-day class)

Overview	Duty statements play a critical role in the reasonable accommodation process. This class focuses on criteria used by state and federal disability laws to determine if job duties are considered essential or marginal job activities, and therefore, subject to reasonable accommodation. This class builds on the concepts learned in the <i>Introduction to FEHA and the ADA</i> and <i>Practical Solutions to Reasonable Accommodation</i> classes offered by SPB.	
Objectives	Participants will develop strategies for writing or revising duty statements using a “who does what” language model to identify an employee’s essential job functions and the expected job performance. Participants will revise sample duty statements and review them from the perspective of an EEOC or DFEH Investigator, a treating physician, an employee requesting an accommodation, or the supervisor who must respond to this request.	
Intended Audience	This class is designed for personnel staff, Supervisors, Reasonable Accommodation or Return-to-Work Coordinators, and others responsible for writing, revising or reviewing duty statements for accommodation purposes.	
Prerequisites	Participants should complete either of the following introductory classes prior to enrollment: <ul style="list-style-type: none">a) SPB’s Introduction to FEHA and the ADAb) SPB’s Practical Solutions to Reasonable Accommodation	
Tuition	\$85 per participant	
Class Offered	November 3, 2010 March 24, 2011	8:30 a.m. – 12:00 p.m. 8:30 a.m. – 12:00 p.m.

Sexual Harassment Prevention (3-hour class)

Overview	This innovative program complies with California's sexual harassment prevention training requirements (Government Code section 12950.1). It covers all aspects of equal employment opportunity compliance, including the prevention of unlawful discrimination, harassment, and retaliation, principles of mutual respect, the Platinum Rule, and the internal complaint process. We provide attendees with a fun and interactive training experience on this important workplace issue.	
Objective	To provide all employees with the tools necessary to prevent and manage equal employment opportunity issues in the workplace.	
Intended Audience	This class is designed for all employees.	
Tuition	\$60 per participant	
Class Offered	November 18, 2010	8:30 a.m. – 11:30 a.m.
	January 27, 2011	8:30 a.m. – 11:30 a.m.
	January 27, 2011	1:00 a.m. – 4:00 p.m.
	April 7, 2011	8:30 a.m. – 11:30 a.m.

Practical Insight: A Gateway to Cooperation and Collaboration (2-day class)

Overview Many factors contribute to making each person a unique individual. These include: age, gender and sexual orientation, cultural and ethnic background, personality preferences, physical capabilities, and life experiences. How each of us chooses to see and act upon these distinctions determines whether they become a barrier or an opportunity within our highly diverse workplace. Given the current challenges to maximizing efficiencies within state government, it is essential that we shift our view from merely appreciating these individual differences to actively leveraging them as enhancements to what we ourselves may not possess. This two-day experience provides powerful tools for both building awareness and taking practical actions to increase collaboration as we build efficient and effective organizations.

Objectives Participants will benefit by learning how to:

- Enhance their awareness and understanding of individual diversity based on factors such as personality, gender, sexual orientation, generation, ethnicity, physical ability/disability
- Use this awareness and understanding to communicate more effectively and efficiently
- Build cooperation and collaboration by understanding what's important to, and motivates, oneself and others
- Practice specific powerful skills for questioning, listening, and communicating one's message to increase cooperation and productivity

The Agency will benefit by:

- Increased employee satisfaction through an awareness and appreciation of individual differences among coworkers and customers
- The application of complimentary perceptions and skills to increase creativity and collaboration within the workplace
- Enhanced productivity as a result of skillful and effective communication to meet individual and organizational goals

Intended Audience This course is appropriate for any employee of the State of California.

Tuition \$290 per participant

Class Offered November 9-10, 2010 8:30 a.m. – 4:30 p.m.
March 16-17, 2011 8:30 a.m. – 4:30 p.m.

Having Difficult Conversations

Overview What is the best way to talk with someone about performance management issues? How do you open a dialogue with a co-worker about a touchy subject? What do you do when someone gets immediately defensive despite your intention to have an open dialogue? What can you do to create a cooperative environment with difficult people?

Supervisors are often caught off guard by the complex human relations aspects that come with supervision. In addition to learning and implementing policies, procedures, strategic planning and the like, supervisors are also expected to coach, train, develop and manage their employees in an incredibly diverse and dynamic environment. Given these circumstances, conflict in the work environment should be anticipated. This course will explore strategies for establishing a work environment where the positive aspects of conflict can be effectively harnessed while minimizing opportunities for and proactively addressing dysfunctional conflict.

Objective

Deliver a one-day training program for employees, supervisors and managers in the state government environment. The course allows for a maximum of thirty participants per session to optimize learning and skill development.

Training areas shall include but not be limited to:

- Making Avoid versus Confront Decisions
- Anatomy of a Difficult Conversation
- Obstacles and challenges for dialogue in the midst of disagreement
- Practice strategies in engaging in productive, problem solving conversations

The training shall be provided by UC Davis Mediation Services senior mediators who currently provide professional conflict management consultation, education and services to faculty, staff and graduate students.

Intended Audience Managers and employees

Tuition \$145 per participant

Class Offered February 3, 2011 8:30 a.m. – 4:30 p.m.

Equal Employment Opportunity (EEO) Overview

Overview

This one-day program introduces the overall laws, policies, and practical guidelines governing proper investigations, as well as the general requirements of an appropriate EEO Investigation. The course uses entertaining, interactive teaching techniques, including role playing, storytelling, workshops, and historical context. Trainees will learn, among other things:

- Why are appropriate investigations important in the enforcement of civil rights?
- Why must investigations be prompt? What is prompt?
- What traits and habits are encouraged in selecting investigators?
- What are the principal goals and necessary results of a good investigation?
- What are the rights of witnesses, complainants, and the accused?
- What constitutes a “good faith” investigation?
- What legal and state policies must be followed by investigators?
- Overcoming bias versus avoiding conflicts of interest.
- Documentation requirements.
- Burdens of proof, standards for findings, and an outline for an appropriate report.

Objective

This class provides an overview of investigation laws, policies, and general principles for anyone working with, supervising, using, implementing, or reviewing investigative reports of discrimination-related complaints.

Intended Audience

Employees who conduct or may conduct investigations, EEO Officers, personnel staff, supervisors and managers of investigators are encouraged to attend this class. It is required in the EEO Academy and is highly recommended to be taken prior to the 4-day intensive EEO Investigator class.

Tuition

\$225 per participant

Class Offered

November 15, 2010	8:30 a.m. – 4:30 p.m.
February 17, 2011	8:30 a.m. – 4:30 p.m.

Equal Employment Opportunity (EEO) Counselor

Overview

This unique two-day class will enable EEO Counselors to receive the practical and legal information necessary for the informal resolution of discrimination complaints. Trainees will be treated to an interactive program with hands-on workshops and exercises about the role of the counselor, Equal Employment Laws and Policies, how to professionally resolve conflicts, employee rights during an informal process, overcoming cultural, gender, and other barriers through enhanced listening and communication skills, and drafting counselor reports.

During the two-day experience, there will also be plenty of time to address other issues of importance to EEO Counselors. How can I make sure that my important role is recognized within my department? How do I deal with complicated facts involving more than one allegation? When should I refer a matter to my EEO Officer or other Department official?

Objective

This class provides EEO Counselors and those who need similar information with the understanding of the basics of their roles as EEO Counselors as well as practical, useful, and hands-on experience in activities relevant to their positions.

Intended Audience

This class is designed for all employees who are, have been, or may be appointed as EEO Counselors within their departments. EEO Officers and supervisors or EEO Counselors will also benefit from this course.

Tuition

\$450 per participant

Class Offered

To be announced

Equal Employment Opportunity (EEO) Investigator

How to Conduct Effective EEO Investigations

(2-day class)

Overview

This intensive two-day class has four key objectives:

- (1) to build the skills necessary to conduct an effective internal investigation,
- (2) to identify and understand the role of the EEO investigator,
- (3) to provide step-by-step guidance regarding the 10 steps to conduct an effective EEO investigation, and
- (4) to provide “hands-on” experience conducting witness interviews and preparing investigative reports. Attendees will participate in several mock investigations during the class.

Objective

To teach EEO Investigators how to effectively conduct internal investigations, including appropriate preparation, interview techniques, and quality report writing.

Intended Audience

This class is designed for EEO Investigators and other employees with investigative responsibilities.

Tuition

\$450 per participant

Class Offered

December 14-15, 2010	8:30 a.m. – 4:30 p.m.
May 23-24, 2011	8:30 a.m. – 4:30 p.m.

Equal Employment Opportunity (EEO) Investigator (4-day class)

Overview

This intensive, practical four-day class will prepare employees who conduct, or may in the future conduct, Equal Employment Opportunity Investigations. The concentrated four days will involve learning and practice modules preparing investigators in the following areas:

- Pre-investigative steps including: the gathering of evidence, getting stated, the creation and organization of investigation binders, the outlining of tasks and strategies, and the planning of witnesses and other factual development.
- Interviewing Skills including: admonitions, special rules for peace officers, the creation of a proper foundation for evidentiary findings, interviewing skills, techniques for complaints, witnesses, and the accused, practice and feedback from expert investigators, and organization of interview and follow up questioning.
- Analysis including: applying the facts to the elements necessary to uphold the complaint, lectures and workshops on the elements of the most common discrimination claims, burdens of proof and the proper analysis of evidence, undisputed standards, and pre-organization of reports.
- Writing the Report including: writing as “documentation,” persuasive, clear and concise writing style, brevity, report formatting, organization of findings according to elements and levels of proof, conclusions, executive and operational reports, and feedback from experts.
- During the four-day course, trainees will use a “mock investigation” exercise for each learning module. The preparation, interviews, analysis, and resulting report will provide a real-to-life experience of bringing an investigation from complaint to findings.

Objective

To train investigators to prepare, analyze, and report professional findings upon which fair and appropriate corrective action or exoneration of the accused may be based.

Intended Audience

The course is recommended for employees who conduct or may conduct EEO investigations. This is a required course for those who plan to complete the EEO Academy Investigator, EEO Analyst or EEO Officer program.

Tuition: \$1,000 per participant

Class Offered: March 7-10, 2011 8:30 a.m. – 4:30 p.m.

Conflict Management for Supervisors

Overview:

Now more than ever, state departments require internal resources to address and mitigate dysfunctional conflict within their organizations. Traditional mechanisms for addressing workplace conflicts, such as formal complaints and grievances, tend to be time and personnel intensive, often involving supervisors, managers and human resource personnel. Research has shown that the typical supervisor spends 25-40% of his or her time hearing, intervening, documenting or attempting to resolve workplace conflicts.

Supervisors are often caught off guard by the complex human relations aspects that come with supervision. In addition to learning and implementing policies, procedures, strategic planning and the like, supervisors are also expected to coach, train, develop and manage their employees in an incredibly diverse and dynamic environment. Given these circumstances, conflict in the work environment should be anticipated. This course will explore strategies for establishing a work environment where the positive aspects of conflict can be effectively harnessed while minimizing opportunities for and proactively addressing dysfunctional conflict.

Objective

Deliver a one-day training program for supervisors in the state government environment. The course allows for a maximum of thirty participants per session to optimize learning and skill development.

Training areas shall include but not be limited to:

- Basic conflict theory
- Assessment of participant's conflict management style
- Explore conflict management options including prevention and aftermath
- Practice strategies for addressing common workplace conflicts

The training shall be provided by UC Davis Mediation Services senior mediators who currently provide professional conflict management consultation, education and services to faculty, staff and graduate students.

Intended Audience

Supervisors and managers

Tuition

\$145 per participant

Class Offered

December 7, 2010

8:30 a.m. – 4:30 p.m.

Permissive Reinstatement and Transfers (2-day class)

Overview	This two-day class teaches participants how to determine when a transfer or reinstatement is permissible. The focus of the training is on the legality of the appointment and NOT salary determination. (Training on salary determination is offered by the State Controller's Office.)
Objective	This class provides participants with the knowledge needed to determine whether or not a potential transfer or permissive reinstatement meets the legal requirements of the Constitution and the Civil Service Act.
Intended Audience	This class is designed for personnel staff who are responsible for making decisions on transfers and reinstatements.
Tuition	\$290 per participant
Class Offered	To be announced

Exempt and CEA Return Rights

Overview	This class teaches participants how to apply the mandatory rights and permissive eligibilities provided in the Constitution and the Civil Service Act to an exempt or CEA employee that is being terminated.
Objective	At the conclusion of the class, participants will be able to determine an individual's rights and eligibility at the termination of his or her exempt or CEA appointment and explain those rights and eligibilities to the individual.
Intended Audience	This class is designed for personnel staff responsible for making decisions that determine an individual's right of return from an exempt or CEA position and/or drafting the letter explaining to the exempt or CEA employee his or her return rights and eligibilities.
Tuition	\$145 per participant
Class Offered	To be announced

Coaching and On-the-Job Training for Supervisors of Analysts

(2-day class)

Overview

This two-day class is designed to address two concerns that supervisors have about Analyst development:

- “I have a limited training budget.”
- “I need to ensure that training sticks.”

Coaching and On-the-Job Training (OJT) creates a close working partnership that helps the supervisor improve Analyst performance and work products.

Objectives

Supervisors who complete this program will be able to:

- Explain the difference between coaching and managing
- Use a four-step model for coaching Analysts
- Ask questions to help employees discover their own strengths and solutions
- Provide a comprehensive view of the essentials of Analyst skills development
- Explain the differences between informal and structured OJT
- Decide which Analyst tasks are appropriate for OJT
- Create SMART job aids for better training and learning retention
- Provide training to new Analysts that reduces their learning curve
- Get on the same page with Analysts regarding completed staff work
- Take away two handy resources (in addition to the detailed Participant Guide) for further understanding of how to coach Analysts:
 - Analyst Skill Model Mini-booklet
 - Coaching in the Workplace

Intended Audience

This class is designed for supervisors/managers of analysts.

Tuition

\$350 per participant

Class Offered

February 9-10, 2011 8:30 a.m. – 4:30 p.m.

Note: This class is offered in Sacramento only.

Franklin Covey: 7 Habits of Highly Effective People (3-day class)

Overview

Based on the best-selling business book, this in-depth, three-day workshop shows you how to apply the 7 Habits principles in your job, your relationships, and your life. You will build a comprehensive foundation for success at all levels of leadership – personal, interpersonal, managerial, and organizational principles.

Objectives

- Develop relationships based on trust.
- Communicate effectively with others in ways that help you accomplish more while making a positive impact on all your interactions.
- Choose the most effective ways to improve productivity and stay focused on the issues most important to success.
- Confront a crisis before it creates chaos.
- Be more prepared to deal with difficult times and circumstances than ever before.

Intended Audience

This class is designed for managers, supervisors, and employees at all levels.

Tuition

\$389 per participant

Class Offered

May 25-27, 2011 8:30 a.m. – 4:30 p.m.

Franklin Covey: Writing Advantage (2-day class)

Overview

SPB offers Franklin Covey Writing Advantage as a two-day workshop. It helps you gain control of what you write, how you write it, and how it is received by others. You learn the latest, most successful writing methods. This is a composition class geared specifically for business writing. You will learn to write memos, e-mails, and reports that help you achieve your objectives. After the class you'll approach your writing tasks with added confidence and increased skill.

Objectives

Apply principles of organization including the four-box method to design an effective document. Discover how to bring all the pieces of the document together to quickly write a well-constructed draft. Practice peer review, collaboration, and revision with fellow workshop participants to refine documents.

Outcomes

Improve productivity by collecting all necessary information before writing. Increase credibility by communicating powerfully, logically, concisely, and professionally. Motivate your readers to action through timely, accurate information.

Intended Audience

This class is designed for personnel officers, exam managers, personnel analysts, and individuals responsible for the development of employment tests and/or the management of selection programs.

Tuition

\$389 per participant

Class Offered

April 28-29, 2011

Workforce/Succession Planning- - Preparing for Your Future Workforce in a Changing World (3-day class)

Overview

The first two and half days, participants will learn all aspects of workforce/succession planning using their own organization's data. They will receive a toolkit consisting of 50+ templates to use in each step of the planning process and practice the methodologies necessary to develop a workforce/succession action plan. Participants will leave with a workforce/succession action plan and the knowledge and tools required to begin developing a plan for their organization. The half-day session three months later will solidify the learning and answer questions that have occurred since the original workshop.

Objectives

- Review the DPA Workforce Planning Model and how it can be effectively utilized in support of your workforce planning efforts
- Practice analyzing data using your own demographic statistics
- Learn steps to take to engage your leadership team and the rest of the organization in workforce planning
- Understand how to develop strategies by reviewing supply analysis, determining gaps and the methodology to follow to prioritize those strategies
- Practice developing a communication and action plan
- Become familiar with implementation and measurement methodologies

Intended Audience

This interactive workshop is designed for people who are involved or planning to become involved with their agency's workforce/planning program.

Tuition

\$435 per participant

Class Offered

January 24-25, 2011	8:30 a.m. – 4:30 p.m.
January 26, 2011	8:30 a.m. – 12:30 p.m.
AND	
February 28, 2011	8:30 a.m. – 12:30 p.m.

Next Steps in Workforce Planning--Exploring Key Challenges Encountered in Implementing a Workforce Plan (2-day class)

Overview

This two-day course is designed to explore several key challenges of workforce planning that organizations encounter as they create and implement a workforce plan. The two days include:

- Knowledge Management/Transfer Strategies
- Communication and Influencing Skills to gain buy-in from the organization for workforce planning strategies
- Shifting how we supervise to meet the changing workforce
- Workforce Planning Issues – an interactive process in which participants learn from each other as they address common issues in workforce planning

Objectives

- Learn how to implement key strategies that are often identified in workforce planning
- Become familiar with methodologies for communicating those strategies to gain approval for implementation from senior leadership and buy-in from the entire organization
- Participants will understand why changing the way we supervise is necessary and receive tools and techniques to facilitate this change

Intended Audience

The class is designed for employees of all levels that are involved or will be involved in their agency's workforce planning program.

Instructor

Karen Arnold is an authority on workforce and succession planning and has trained several hundred state employees on all aspects of workforce planning. In addition, she has worked with numerous public sector agencies in creating their plans, and co-wrote a book on the subject.

Tuition

\$290 per participant

Class Offered

February 16-17, 2011 8:30 a.m. – 4:30 p.m.

Essential Analytical Skills

Overview

Moving beyond the foundation of literacy and numeracy skills (as presented in the Introduction to Analytical Skills Course), Essential Analytical Skills breaks new ground in the preparation of the analyst. This course is designed to explore the relationships between analytical thinking, research, and problem solving. Fourteen problem solving skills are explored, which enhance analyst competencies.

Objectives

Using actual government-based research problems, participants in this class will learn to organize data, analyze it, and use problem solving techniques and tools. Research strategies, utilizing the internet, will also be presented. Finally, each participant will understand how to put together a project plan that contains outcomes and deliverables.

Intended Audience

This course is an excellent refresher for experienced analysts. Analysts new to their positions will also benefit from the systematic and logical approaches to analytical work presented in this class.

Tuition

\$145 per participant

Class Offered

January 6, 2011

8:30 a.m. – 4:30 p.m.

Critical Thinking Skills

Overview

Throughout history, inquisitive people have been concerned with the art and science of astute thinking. In the 21st century, the ability to engage in reflective thought has been viewed as a fundamental characteristic of an independent person and as a skill for an increasingly wide range of jobs. As a result, the topic of Critical Thinking is one more way to gain a competitive advantage in career and organization development. This pragmatic course takes critical thinking skills and techniques and makes them accessible to public agency employees.

Objectives

Participants will benefit by learning how to:

- Evaluate the reasoning in an argument and determine its validity
- Make complex decisions with more efficiency and effectiveness
- Take a multi-perspective view of an issue for better decisions
- Use creative thinking techniques to expand the possibilities of viable solutions

The agency will benefit by:

- Creating clear-thinking analysts who exhibit solid reasoning
- Building a group of analysts who get it done right the first time

Intended Audience

This course is designed for all employees who need to actively question assumptions and look for reasonable and logical results.

Tuition

\$145 per participant

Class Offered

October 26, 2010	8:30 a.m. – 4:30 p.m.
January 27, 2011	8:30 a.m. – 4:30 p.m.

Completed Staff Work (2-day class)

Overview

This class is designed to provide participants with a thorough understanding of the concepts of Completed Staff Work (CSW). It also provides them with an opportunity to experience working on analytical problems individually and in teams using the seven-step CSW model. It is designed to provide participants with practice on creating evaluation criteria, analyzing and evaluating alternatives, and preparing recommendations for implementation based on generally accepted standards for government agencies.

Objective

This class is about developing and improving the participant's ability to perform Completed Staff Work. Through instruction, individual and group practice, participants learn how to develop and evaluate criteria for judging alternatives and a process to use to present their recommendations to management.

Intended Audience

This two-day course is for analysts just starting in their career (Staff Services Analysts) or experienced analysts who are required to create recommendations for management implementation in the form of Completed Staff Work (CSW) but have never attended a CSW class.

Tuition

\$290 per participant

Class Offered

November 9-10, 2010	8:30 a.m. – 4:30 p.m.
February 22-23, 2011	8:30 a.m. – 4:30 p.m.

Interpersonal Skills

(2-day class)

Overview	A critical element of success for the analyst is the ability to initiate and maintain viable workplace relationships that foster a productive exchange of information. This course provides participants with insights and skills that will help them maximize their productivity as they interact with others to effectively accomplish workplace goals and objectives.	
Objective	By the end of this course, participants will be better able to leverage their emotional intelligence to get the best from themselves and others; use insights from the DiSC [®] to explore differences in how individuals take in, process and act upon information; apply that knowledge to create successful interactions in the workplace; use the skills of effective listening, questioning and influence; and expand their ability to negotiate and compromise in the face of differing opinions.	
Intended Audience	This class is designed for any analyst in the SSA, AGPA or a related analyst series who wishes to increase his/her effectiveness via improved interpersonal skills.	
Tuition	\$315 per participant (includes DiSC [®] Assessment)	
Class Offered	November 16-17, 2010	8:30 a.m. – 4:30 p.m.
	March 9-10, 2011	8:30 a.m. – 4:30 p.m.

Writing for Analysts

(2-day class)

Overview

An analyst's work product needs to be clear, concise, logical, and correct. The first step in meeting these requirements is to plan effectively before writing – the best planners are the best writers. This class will help you analyze and organize your writing project, as well as help you choose the most effective way to present completed staff work to your audience.

Objective

Writing for Analysts helps participants learn how to become more competent and confident writers, to overcome writer's block, to employ critical thinking and to communicate using clear, concise, and correct language. Using the WRITE method, the course provides a clear and painless way to prepare, generate ideas, and produce an orderly document. This course builds on completed staff work and focuses on how to write specific types of analyst documents, including proposals, white papers, evaluations, etc.

Note: Please bring completed staff work writing samples from the workplace to class.

Intended Audience

This class is for analysts who want to better communicate with peers, supervisors, and upper management.

Tuition

\$290 per participant

Class Offered

October 18-19, 2010	8:30 a.m. – 4:30 p.m.
April 20-21, 2011	8:30 a.m. – 4:30 p.m.

Roles and Responsibilities of the Superior Analyst

Overview

“Soft skills” are increasingly the currency of choice in the new economy. The Role and Responsibilities of the Superior Analyst course designed to provide you with insight into the knowledge, skills and abilities needed to perform as a superior analyst. Additionally, through class exercises, you will become aware of the effect your attitude has on your performance and the performance of your colleagues. The goal of this course is to help you enhance your ability to perform as a superior analyst in your California government agency.

Objectives

By the end of this course, participants will be able to give examples of behaviors that support and undermine the organization and that contribute to professionalism; identify employer expectations regarding job performance and attitudes; define one’s role and responsibilities in a given context; work effectively within the organization hierarchy and reporting procedures; display a positive attitude and a professional image, and foster a productive environment; make effective decisions and display a positive attitude and a professional image, and foster a productive environment; make effective decisions and display initiative in a wide range of contexts; ask for and accept constructive criticism; seek and use feedback on personal performance and effectiveness; articulate expectations of a supervisor.

Intended Audience

Analysts who want to take their work to the “next level” by increasing their ability to interact with and influence others.

Tuition

\$145 per participant

Class Offered

December 16, 2010	8:30 a.m. – 4:30 p.m.
May 17, 2011	8:30 a.m. – 4:30 p.m.

Problem-Solving Methodology and Tools

Overview	This course builds on the problem solving concepts and techniques introduced in Essential Analytical Skills and details a structured how-to approach to problem solving. By learning a structured five-step problem solving model, participants will be able to understand the issue, identify the root cause, and determine a viable solution in the most effective manner. After participants learn and practice the five-step method, the afternoon is spent learning a variety of tools that facilitate problem solving and creative thinking.	
Objective	By the end of this course, participants will be able to: use a standard method for solving problems in the workplace; apply the five-step method to an actual workplace problem; identify and use the proper tools at each step in the problem solving process (e.g., force field analysis, brain writing, fishbone diagram); and use creative thinking techniques to expand the possibilities of viable solutions.	
Intended Audience	This class is for any analyst who needs to solve problems with a team or as an individual.	
Tuition	\$145 per participant	
Class Offered	January 10, 2011 June 6, 2011	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.

Project Management

(2-day class)

Overview

Analysts in state government are increasingly involved as team leaders and members for projects large and small. The most effective way for an analyst to ensure the success of any project, whether simple or complex, is to plan it well at the outset. In this highly, interactive course, you will have an opportunity to work with a team of colleagues on a real-world project plan. You will also receive a comprehensive set of tools to track and manage your project once the plan is in place. This step-by-step course introduces a logical, powerful, and integrated project planning methodology to participants who have no project management experience. It is also an excellent opportunity to review and strengthen the basic project planning knowledge of those who have had some experience in this area.

Note: Unlike many project management classes, this course does not focus on project management software such as Microsoft Project®. The focus is entirely on helping participants learn and practice sound project planning and management skills.

Objective

By the end of the this course, you will be able to define a project, assemble and effectively manage a project team, identify tasks and task dependencies, create a realistic project schedule, calculate a project's critical path, create a risk management plan, access various tools to track and manage your project, and conduct a post-project review.

Intended Audience

This class is for anyone who is or might be placed in charge of a project and/or project team.

Tuition

\$290 per participant

Class Offered

October 26-27, 2010	8:30 a.m. – 4:30 p.m.
March 2-3, 2011	8:30 a.m. – 4:30 p.m.

Presentation Skills

(2-day class)

Overview

The purpose of this course is to empower participants to prepare and deliver better presentations in terms of capturing, keeping, and motivating the audience. Your delivery, confidence, organization, flow, and competence will increase from this course.

Objectives

Participants will benefit by learning how to:

- Write succinct and purposeful presentations
- Use methods for engaging an audience and keeping it interested
- Identify and practice verbal and nonverbal elements of effective delivery style
- Overcome common presentation blunders
- Control nerves and presentation jitters

The agency will benefit by:

- Having employees who get to the point more quickly
- Having employees who don't waste others' time with aimless presentations

Intended Audience

This class is for anyone who is interested in increasing his/her level of competence and comfort in delivering effective and engaging presentations.

Tuition

\$290 per participant

Class Offered

January 6-7, 2011	8:30 a.m. – 4:30 p.m.
June 23-24, 2011	8:30 a.m. – 4:30 p.m.

Time and Workspace Management

Overview

Time is one of the most mystifying elements in life. While philosophers and scientists are pondering its secrets, you have already discovered the symptoms of time mismanagement that can lead to frustration and loss of motivation:

- No matter how hard one works, there's always too much to do.
- An imbalance in work and personal life
- Less and less satisfaction with work at the end of the day

This one-day workshop will empower participants to manage their time and workspace so they can get more done in less time.

Objectives

Participants will benefit by learning how to:

- Prioritize tasks and make effective choices
- Control time wasters such as perfectionism and procrastination
- Respect two unchanging time management principles
- Control clutter and organize workspace

The agency will benefit by:

- Having employees who respect time as a precious resource
- Having employees who work more efficiently and effectively

Intended Audience

Analysts, aspiring analysts, or anyone who feels that their critical thinking skills need development in order to enhance and advance their career.

Tuition

\$145 per participant

Class Offered

February 28, 2011

8:30 a.m. – 4:30 p.m.

Writing Excellent Letters, Memos, and E-mails

Objectives

Participants in this course will increase their ability to write letters, memos, and e-mails in convincing ways that build credibility. Participants will write better letters and memos by:

- Organizing for impact
- Choosing an appropriate format and appearance
- Using a consistent, professional style

Write better e-mails by:

- Understanding e-mail etiquette and acceptable tone and word usage
- Applying professional writing methods to e-mail
- Knowing the benefits and risks of using e-mail and learning the four “musts” before clicking “Send”
- Understanding appropriate and inappropriate use of punctuation, grammar, slang, emoticons, and acronyms

Intended Audience

Any employee interested in upward mobility who feels that their writing skills need improvement, has been counseled as part of their upward mobility planning to improve their writing skills, and/or wishes to gauge their need for more formal writing training or education.

Tuition

\$145 per participant

Class Offered

December 6, 2010	8:30 a.m. – 4:30 p.m.
April 4, 2011	8:30 a.m. – 4:30 p.m.

Grammar for Professional Documents

Objective

Participants will increase their ability to write in a professional way that builds credibility. Participants will learn to:

- Understand the basics of grammar
- Avoid the most common writing errors
- Write more concisely by eliminating unnecessary words
- Encourage others to read your writing
- Provide readers what they expect in a professional business document.

Intended Audience

Any employee interested in upward mobility who feels that their writing skills need improvement, has been counseled as part of their upward mobility planning to improve their writing skills, and/or wishes to gauge their need for more formal writing training or education.

Tuition

\$145 per participant

Class Offered

November 8, 2010	8:30 a.m. – 4:30 p.m.
March 4, 2011	8:30 a.m. – 4:30 p.m.

Introduction to Analytical Skills (2-day class)

Overview

Becoming an analyst or even starting out as one can be intimidating. Often you are thrown into analytical work without adequate training. Even worse, you may have to “learn” on the job, without knowing what to do. This course is designed to provide you with an overview of analytical staff work and introduces how to do research. It prepares you for the challenges of analytical work and how you can build an analytical career.

Objectives

This sixteen-hour program will help you understand the role of the analyst and the basic skills required. It will also give you an opportunity to practice assignments often given to State analysts. You will also be able to assess your interest and skill level in performing analytical work through a diagnostic instrument.

Intended Audience

Any aspiring analyst (staff member who wishes to promote to the analytical series) or new SSA or related analytical series will benefit from this class.

Tuition

\$290 per participant

Class Offered

January 19-20, 2011	8:30 a.m. – 4:30 p.m.
February 14-15, 2011	8:30 a.m. – 4:30 p.m.

Introduction to Computer Applications

(2-day class)

Prerequisite

Participants will need to know how to use a mouse and a keyboard.

Overview

This course is designed to introduce novices or those new to computers in the usage of computer applications for office productivity. In this course, participants will expand their skills in the use of the computer in a supportive and positive environment. They will have hands-on experience and learn how to effectively and efficiently use basic features of software applications including Windows, MS Word, Internet Explorer and e-mail to support career development. There will be handouts and a thorough discussion of the free online courses and support available to California state employees through Microsoft and available via Department of Personnel Administration (DPA), Department of General Services (DGS), and the participant's state agency. Software used will be Microsoft Office 2007. Maximum enrollment is 24.

Objectives

Participants will benefit by learning how to:

- Navigate through Windows and My Documents
- Create, edit, format and save a Word Document
- Use Internet Explorer to find information
- Utilize an e-mail account to create, send, and attach documents in e-mails.

The agency will benefit by:

- Having employees who will be more productive in their use of the computer
- Having employees who will be better at communicating via the computer

Intended Audience

This course is intended for any employee interested in upward mobility or career development who needs to improve their use of computers and software applications, as a means of becoming a more productive, upwardly mobile professional.

Tuition

\$290 per participant

Class Offered

January 10-11, 2011	8:30 a.m. – 4:30 p.m.
April 11-12, 2011	8:30 a.m. – 4:30 p.m.

Module 1: Foundational Skills for Supervisory Excellence (3 days)

Overview

California agency personnel are promoted to supervisor positions because of their technical skills and superior performance record, but many supervisors do not receive formal instruction in the methods, skills, tools, and techniques of being a supervisor. Supervisors often face pressures from every direction, which makes it very difficult to please everyone or operate effectively. It is crucial for new or relatively new supervisors to be aware of the forces impacting the position. This three-day, four-unit foundational skills course is designed to lay the groundwork for supervisory success and optimal performance. By understanding the nine essential skills of the modern supervisor, knowing how to lead via influence, appreciating the necessity of performance optimization, and building collaborative relationships via communication skills, this foundational course will set the new supervisor on the path to success.

Objectives

Participants will benefit by learning how to:

- Use critical thinking skills to analyze various situations
- Quickly identify the central issue(s) in a complex document
- Identify valid sources of information and expertise
- Understand and explain the dimensions of a problem
- Solve problems systematically
- Apply a critical thinking model to a realistic organizational problem.

Intended Audience

This module is designed for Supervisors and to meet the competencies identified in the HR Modernization Leadership/Supervisor Competency Model.

Tuition

\$435 per participant for Module 1 held in Sacramento

**Los Angeles classes are only available as a complete series.
\$1,455 per participant for the complete series**

Class Offered

October 19-21, 2010	8:30 a.m. – 4:30 p.m.
January 11-13, 2011	8:30 a.m. – 4:30 p.m.
April 12-14, 2011	8:30 a.m. – 4:30 p.m.

Location: SPB 801 Capitol Mall
Sacramento, CA 95814

April 19-21, 2011	8:30 a.m. – 4:30 p.m.
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Location: Junipero Serra State Building
320 West 4th Street
Los Angeles, CA 90013

Module 2: Essential Legal Aspects of Supervision for California State Supervisors (2 days)

Overview

California State Supervisors face a myriad of rules and processes in a complex regulatory environment. They are responsible for effectively navigating this environment to safeguard employees' rights and properly address employee issues when they arise. Understanding the legal aspects of supervision is vital; the supervisor plays a key role in each situation. He or she must also develop a line of open communications with departmental Human Resources personnel and know when to access this critical resource in managing employee issues.

This two-day course provides an overview of the laws and processes governing Labor Relations, Progressive Discipline, Workers' Compensation, the Americans with Disabilities Act, the Employee Assistance Program, and Equal Employment Opportunity during the hiring process. Supervisors will understand their key role in these arenas, and be equipped with information and tools to take appropriate steps in addressing employee issues, conducting hiring interviews, and making selections in the context of AA/EEO law.

Objectives

Topics include:

- Key Laws, Rules and Labor Contracts Governing Employment Practices and State Employees
- The Difference between a Complaint, a Grievance, and an Unfair Labor Practice
- Understanding and Applying the Progressive Discipline Process
- The Supervisor's Role in Workers' Compensation Insurance, Return to Work, Reasonable Accommodation, the Family Medical Leave Act and the ADA
- The Supervisor's Best Resources: Human Resources and the Employee Assistance Program
- Equal Employment Opportunity, Illegal Discrimination, and the Hiring Process
- Sexual Harassment and Violence in the Workplace
- Fair Labor Standards Act

Intended Audience	This module is designed for Supervisors and to meet the competencies identified in the HR Modernization Leadership/Supervisor Competency Model.	
Tuition	\$290 per participant for Module 2 held in Sacramento Los Angeles classes are only available as a complete series. \$1,455 per participant for the complete series	
Class Offered	November 1-2, 2010 8:30 a.m. – 4:30 p.m. February 1-2, 2011 8:30 a.m. – 4:30 p.m. April 26-27, 2011 8:30 a.m. – 4:30 p.m.	<p>Location: SPB 801 Capitol Mall <u>Sacramento, CA 95814</u></p> <p>May 10-11, 2011 8:30 a.m. – 4:30 p.m.</p> <p>Location: Junipero Serra State Building 320 West 4th Street <u>Los Angeles, CA 90013</u></p>

Module 3: How to Build and Maintain a High Performance Team

(3 days)

Overview

All the Foundational skills in the supervisory toolkit and regulatory knowledge won't result in maximum performance in the workplace unless supervisors:

- Have the tools and techniques to build effective one-on-one and team communications,
- Can motivate employees to superior performance,
- Are able to bring out the best in all employees through effective coaching and training and
- Have the ability to control or manage conflict

This three-day module is designed to aid supervisors to take their foundational skills, regulatory knowledge, and technical expertise and build a team that reflects the supervisor's values and performance standards. This course will allow supervisors to build and maintain teams that will sustain them as they build to superior performance.

Objective

Topics include:

- Team Development, Employee Development: Coaching and On-The-Job-Training (OJT)
- and Conflict Management

Intended Audience

This module is designed for Supervisors and to meet the competencies identified in the HR Modernization Leadership/Supervisor Competency Model.

Tuition

\$365 per participant for Module 3 held in Sacramento

***Los Angeles classes are only available as a complete series.
\$1,455 per participant for the complete series***

Class Offered

Nov. 30, Dec. 1-2, 2010 8:30 a.m. – 4:30 p.m.
Feb. 22-24, 2011 8:30 a.m. – 4:30 p.m.
May 3-5, 2011 8:30 a.m. – 4:30 p.m.

Location: SPB 801 Capitol Mall
Sacramento, CA 95814

May 24-26, 2011 8:30 a.m. – 4:30 p.m.

Location: Junipero Serra State Building
320 West 4th Street
Los Angeles, CA 90013

Module 4: Making it Happen: The Application and Enhancement of Supervisory Skills (2 days)

Overview

The final two days of the Supervising for Performance Series is designed to promote and cement the application of the skills learned and practiced in the previous sessions. The supervisory series is designed to teach effective tools and techniques, but the ultimate aim of the series is to improve the performance of California State Supervisors and the teams they supervise. The last 2 days of the series are designed to enable supervisors to use their time to maximum effect, to use meetings to accomplish results rather than generate activities, and to lead remotely located teams. Finally, supervisors will spend time drafting and finalizing an action or application plan for implementing their newly found skills to build high performing teams and departments.

Objective

Topics include:

- Time Management
- Meeting Facilitation
- Leading the Human Side of Change
- Off-site Supervision (Managing a Remote Workforce)

Intended Audience

This module is designed for Supervisors and to meet the competencies identified in the HR Modernization Leadership/Supervisor Competency Model.

Tuition

\$365 per participant for Module 4 held in Sacramento

**Los Angeles classes are only available as a complete series.
\$1,455 per participant for the complete series**

Class Offered

December 8-9, 2010 8:30 a.m. – 4:30 p.m.
March 16-17, 2011 8:30 a.m. – 4:30 p.m.
June 8-9, 2011 8:30 a.m. – 4:30 p.m.

Location: SPB 801 Capitol Mall
Sacramento, CA 95814

June 15-16, 2011 8:30 a.m. – 4:30 p.m.

Location: Junipero Serra State Building
320 West 4th Street
Los Angeles, CA 90013